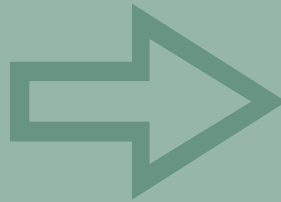


CALIFORNIA STATE PERSONNEL BOARD



achievements and
innovations

1998



guiding top performance





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M E S S A G E F R O M T H E
P R E S I D E N T O F T H E B O A R D

The State Personnel Board (Board) has fully embraced civil service reform and the need for a State human resource system that is efficient, cost effective, meets the needs of departments and employees and continues to comply with the merit principal embodied in the California Constitution.

The Board, over the years, has been a leader in public sector human resource management and innovations, with many of our programs studied and implemented in other jurisdictions and other countries.

This report provides a brief summary of some of our achievements and accomplishments during 1998. The year was defined by many new and innovative programs, such as the use of Internet technology for some of our selection methods, an expedited appellant process, a new alternate dispute resolution program, the testing of new personnel management techniques and a vigorous, statewide outreach program. The achievements in this report are a result of the efforts of staff of the Board, California State Departments and Union/Advocate organizations.

The Board continues to monitor and evaluate existing practices, invest in the development of new human resource strategies and will continue to propose improvements to the responsiveness and effectiveness of our civil service system. We look forward to an exciting and challenging future.

Sincerely,



*Florence S. Bos
President, State Personnel Board*

[Teamwork]

Members of the Board

Florence S. Bos, President

Richard "Bud" Carpenter,
Vice President

Lorrie I. Ward, Member

Ron Alvarado, Member

James M. Strock, Member



[Mission]

Our Mission

We are the independent constitutional agency whose mission is to create and guide a civil service system and ensure that employment is based on merit, free from patronage and benefits all Californians. We do this by:

- ➔ Partnering with customers and stakeholders to design and install best practice personnel systems
- ➔ Continuously monitoring and evaluating existing and alternative practices and proposing improvements to the civil service system
- ➔ Resolving civil service disputes efficiently and fairly

[Values]

Our Values

The State Personnel Board is committed to:

- ➔ Fairness
- ➔ Quality customer service
- ➔ Economy, efficiency and a sense of urgency
- ➔ Partnering with customers and stakeholders
- ➔ High quality people, products and results

[Vision]

Our Vision

Our vision is a flexible, responsive and cost-effective civil service system that sets the standard for fair and equitable government employment by:

- ➔ Attracting, utilizing and retaining a high quality and diverse workforce
- ➔ Enhancing and encouraging productivity and creativity
- ➔ Instilling individual responsibility
- ➔ Valuing competency and rewarding it
- ➔ Providing a neutral forum for resolving disputes
- ➔ Delivering quality products and services
- ➔ Operating at the highest level of ethical principles and practices



Walter Vaughn,
Executive Officer



Linda Brooks,
Assistant Executive
Officer

S P B

M i s s i o n ,

V a l u e s

a n d

V i s i o n

STATEWIDE RECRUITMENT PROGRAM

SPB Leads State Effort To Attract The Best And The Brightest

California's success in providing quality, cost-effective government services is dependent on our ability to attract and retain a highly talented and motivated work force. Employment in State service is a unique opportunity for individuals to provide service to their communities and help California face the challenges of the 21st century.

Employment Needs

In some areas of State employment, job openings are rare. Other departments experience continuous vacancies. Employment needs are greatest in the following departments:

Department

Jobs

- | | |
|-------------------------------------|---|
| ➔ Department of Corrections | <i>Correctional Officers</i> |
| ➔ Department of Transportation | <i>Civil Engineers</i> |
| ➔ Department of Highway Patrol | <i>State Traffic Officers (Cadet)</i> |
| ➔ California Youth Authority | <i>Group Supervisors and Youth Counselors</i> |
| ➔ Employment Development Department | <i>Employment Program Representative</i> |
| ➔ Multiple Departments | <i>Information Technology</i> |

To fill these openings and to continually promote civil service employment, the State Personnel Board has embarked on a vigorous, statewide recruitment campaign involving nearly every department.

Job Fairs

In the past six months, SPB and various departments have participated in job fairs at the following locations:

- ➔ Laney College, *Oakland*
- ➔ Harbor College, *Wilmington*

- ➔ AT&T Fiesta de Broadway, *Los Angeles*
- ➔ Bakersfield City College, *Bakersfield*
- ➔ Ohlone College, *Fremont*
- ➔ Sacramento Bee Job Fair, *Sacramento*
- ➔ San Francisco State University, *San Francisco*
- ➔ California State University at Fresno, *Fresno*
- ➔ Compton Community College, *Compton*
- ➔ College of the Sequoias, *Visalia*
- ➔ Southwest College, *Chula Vista*
- ➔ Hartnell College, *Salinas*
- ➔ Asian-Pacific Job Fair, *Sacramento*
- ➔ San Jose City College, *San Jose*
- ➔ Monterey Peninsula College, *Monterey*
- ➔ McClellan Air Force Base, *Sacramento*
- ➔ Abilities Expo, *Anaheim*
- ➔ Jobs America/Union Tribune, *San Diego*
- ➔ L.A. Times Job Fair, *Long Beach*
- ➔ Mount Miguel High School, *Spring Valley*

In June 1998, SPB put on a phenomenal civil service career fair at Sacramento's Cal Expo. An unprecedented crowd of 25,000 job seekers lined up in the pre-dawn hours, hoping for the opportunity to apply for civil service employment. 42 departments participated in the fair and advertised jobs such as, Key Data Operator, Civil and Electrical Engineer, Auditor and Correctional Officer. In the next 12 months, plans are under way for job fairs in the following counties:

- ➔ Alameda
- ➔ Fresno
- ➔ Kern
- ➔ Los Angeles
- ➔ Orange
- ➔ Sacramento
- ➔ San Bernardino/Riverside

- ➔ San Diego
- ➔ San Francisco
- ➔ San Joaquin
- ➔ San Luis Obispo

On the Road

When applicants can't come to us, we go to them with a mobile computer system, which in essence is a recruitment office on wheels. This means SPB can travel to the heart of the communities, whether it's local welfare offices or college campuses, and bring job opportunities directly to the job seekers.

Some of the mobile services offered include:

- ➔ Testing for Key Data Operator positions
- ➔ On-site testing for typing proficiency with certificates available
- ➔ Presentation of informational seminars, such as "Job Search Using the Internet"
- ➔ On-site access to computers permitting applicants to take an actual test for seven to eight civil service positions

[Recruitment]



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As California's economy continues to improve, State agencies are frequently competing with the private sector to attract, hire and retain the best and the brightest individuals. To address these needs, a vigorous outreach plan must include new and innovative ideas to attract prospective employees to State service.

COMPOSITION OF STATE WORK FORCE

State's Work Force Becomes More Diverse

Diversity is one of California's greatest assets. That same diversity is reflected in the State civil service work force. It proves that our Equal Employment Opportunity policy is working effectively, and that the State is attracting and employing qualified workers from every segment of California's vast labor force.

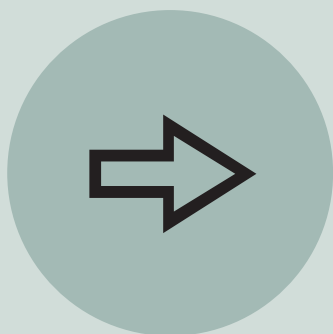
The table below shows the trend in the composition of the State work force over the last 10 years, from June 30, 1989 to June 30, 1998. Over this period, the civil service work force diversity has increased. All minority groups have gained in representation. The largest gain in minority representation has been a 3.7% increase in Hispanics. The representation of women declined in 1998 as a direct result of the closure of several State hospitals.

COMPOSITION OF THE STATE WORK FORCE *

Over the 10-Year Period — June 30, 1989 to June 30, 1998

Group	June 89	June 92	June 95	June 98	Percent Change 89–98
White	62.8%	60.4%	58.3%	56.7%	-6.1%
Af American/Black	11.4%	11.5%	11.5%	11.6%	0.2%
Hispanic	14.5%	15.7%	17.1%	18.2%	3.7%
Asian	5.5%	5.8%	6.2%	6.3%	0.8%
Filipino	3.2%	3.8%	4.1%	4.3%	1.1%
American Indian	0.2%	0.3%	0.3%	0.3%	0.1%
Pacific Islander	0.2%	0.3%	0.4%	0.4%	0.2%
Other	2.2%	2.2%	2.2%	2.3%	0.1%
Women	47.8%	48.1%	47.8%	47.6%	-0.2%
Men	52.2%	51.9%	52.2%	52.4%	0.2%
Disabled	8.3%	7.9%	7.6%	7.7%	-0.6%

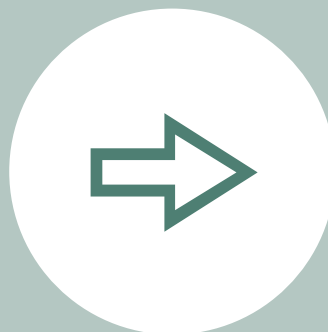
* Includes all full-time and other than full-time employees.



%

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To have a healthy State labor
force, you must have a
diverse State labor force.



[Work Force]

I N T E R N E T E X A M S

Internet Exams Cut Costs, Enhance Efficiency and Provide Job Seekers with a Paperless Application Process

Through the latest Internet technology, job seekers can apply for a growing number of civil service positions from their home computers, day or night, seven days a week. Those who don't have a home computer can access the State's Internet testing site from SPB's downtown office or their local public library.

Without ever picking up a pencil or paper, Internet exam applicants can:

- ➔ File their application on-line
- ➔ Take their test on-line
- ➔ Get their results on-line
- ➔ Make address or name changes on-line

Just one week after taking an exam, job candidates retrieve their test scores, find out how they ranked on the eligibility list and are automatically available for referral to departments for hire. SPB's creative exam is also continuous. In the past, job seekers had to wait as long as six years for an exam to be open. Now there is no waiting period.

Internet testing not only saves time, it saves money. For example, a traditional pen and paper Staff Services Analyst exam (SSA) used to cost \$731,000 per year to process 20,000 applicants. Internet testing makes it possible to process the same number of applicants or more for only \$80,000 per year.

The use of Internet testing also allows the state of California to recruit internationally. Candidates apply from all over the globe, with over 1 million hits a month coming in to our web site. Some inquiries come all the way from faraway places like Japan and Johannesburg.

SPB currently offers seven examinations on its web site (www.spb.ca.gov):

- ➔ **Staff Services Analyst** — (SPB's entry-level professional hiring classification) The success of this test, which marked its two-year anniversary in June 1998, led the way for SPB's expansion of on-line examinations.
- ➔ **Transportation Engineer (Civil)** — Both Transportation Engineer exams (Civil and Electrical) debuted in the fall of 1997 in response to the Department of Transportation's urgent need to hire hundreds of engineers in a short period of time.
- ➔ **Transportation Engineer (Electrical)**
- ➔ **Associate Information Systems Analyst (Specialist)** — Specific departments utilize this list of competitors. These Information Technology Analyst exams went on-line in May 1998.
- ➔ **Associate Programmer Analyst (Specialist)**
- ➔ **Tax Representative for the Board of Equalization** — Added in September, 1998
- ➔ **Tax Auditor for the Board of Equalization** — Just added in October, 1998

Additional Internet exams include:

- ➔ **Assistant Information Systems Analyst** — Scheduled to go on-line by late 1998.
- ➔ **Programmer I** — Scheduled for an end-of-year launch.
- ➔ **Programmer II** — Scheduled for late 1998.

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The Internet exam
process is fast,
easy, economical.
It meets or exceeds
the expectations of
our stakeholders.



[Internet Exams]



DEMONSTRATION PROJECTS

Demonstration Projects Give Agencies An Opportunity To Test New Personnel Management Techniques

Improving State personnel management. That's the goal of a series of experimental techniques called "demonstration projects" that are under way in a dozen State agencies.

Demonstration projects are geared toward finding a better, simpler, faster way to hire, employ and compensate qualified candidates for State employment. One of the methods being used to accomplish this goal is the consolidation of a large number of job classifications into just a few. The demonstration projects also experiment with the interview and hiring process to streamline timing and get the candidate on the payroll more quickly.

In general, demonstration projects seek to:

- ➔ Make better job/person matches
- ➔ Reduce the time and number of steps it takes to hire qualified candidates
- ➔ Eliminate the unnecessary scoring and ranking of applicants
- ➔ Provide greater flexibility in the assignment and compensation of employees

These demonstration projects are representative of current efforts:

Health and Welfare Agency Data Center — Classification and Alternative Selection Program:

The Health and Welfare Agency Data Center (HWDC) concluded that it needed to streamline its human resources processes in order to remain the partner of choice with its customers. The demonstration project allows HWDC to attract and retain qualified applicants by simplifying the interview process. HWDC now mirrors methods more common in private industry; they can select and hire candidates on the spot without having to establish ranked eligibility lists.

Multi-department — Managerial Selection Demonstration Project:

Six departments (Department of Motor Vehicles, Employment Development Department, Department of General Services, Department of Social Services, Department of Transportation and the California Youth Authority) were originally involved in this demonstration project, which eliminated the traditional lists and ranking of applicants. The departments are now allowed to advertise and fill managerial vacancies on an individual basis and establish pools of qualified candidates for filling subsequent vacancies.

Legislative Counsel Bureau — Project Classification and Alternative Selection Project:

This project was adopted for the Legislative Data Center and mirrors the efforts made by the Health and Welfare Agency Data Center.

Department of Personnel Administration — Classification Demonstration Project:

Twelve classes were consolidated into two classification bands, each with three working levels. As individuals demonstrate a certain set of skills, they can be promoted into a higher level. This project also allows employees to be compensated with a pay bonus when the employee takes on additional responsibilities or a lump sum bonus when they have performed exceptionally.

Department of General Services — Career Management and Supervisory Assignment Demonstration Projects:

This project has allowed the Department of General Services (DGS) to consolidate a variety of individual managerial classes into a single class. The project also permits the department to recruit, examine and fill jobs on an individual basis, utilizing the specific skills, knowledge and abilities required by the position for selection criteria. The department is no longer required to establish lists or rank candidates in this unique selection process, which allows DGS to select higher caliber employees.

Servicewide—Managerial Selection and Classification Consolidation Demonstration Project:

This demonstration project is available to all State departments and provides alternatives to the traditional selection, classification and compensation processes for managerial employees. Currently, 22 departments have chosen to participate, which consolidates 76 managerial classes into 13 classes and affects 330 managerial employees. If all State departments choose to participate, this project would consolidate 326 managerial classes into 13 classes and impact 2,108 incumbents. In addition to reducing the number of managerial classifications, this project also opens the door to unique recruitment and selection methods that are expected to expedite hiring and provide opportunities for improved job/person matches.



Front Row

Left: *Marion Rutkauskas*

Right: *Carol Ong*

Center Row

Left: *Rosemarie Lopez*

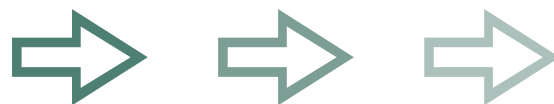
Center: *Karen Cohen*

Right: *Bill Heal*

Back Row

Left: *Ted Edwards*

Right: *Mike Willihnganz*



[P
Projects]

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At the heart of these
Demonstration Projects
is personnel reform built
around an ongoing
communication plan.

STATE EMPLOYEE MEDIATION PILOT PROGRAM

State Employee Mediation Pilot Program Gets High Marks

Everyone experiences conflict at work. Most of the time it can be resolved, but there are times when problems between co-workers or supervisors escalate and job performance is affected. As an innovative way to diffuse workplace disputes, the State Personnel Board has launched the State Employee Mediation Pilot Program (SEMPP). Mediation is an informal process for settling, or at least managing, workplace differences. So far, SPB's Mediation Program has settled 95% of the disputes brought before it.

Mediation is a voluntary problem-solving process. The mediator helps the parties clarify the issues underlying the conflicts, encourages communication and assists in developing creative options for resolving the dispute.

Types of Cases Mediated

If not resolved, problems that start as interpersonal conflicts, can reduce productivity, polarize employees in the workplace and perhaps become the basis for adverse action, an Equal Employment Opportunity investigation, an administrative complaint or a lawsuit.

Typically, the conflicts that find their way to mediation involve the same issues again and again:

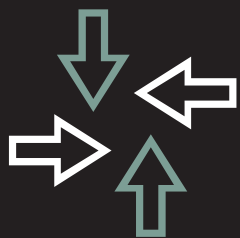
- ➔ Cultural and value differences
- ➔ Communication difficulties (regarding performance requirements or instructions for completing assignments)

- ➔ Unclear role expectations
- ➔ Lack of recognition/status
- ➔ Lack of respect
- ➔ Absence of trust
- ➔ Differences in personal style

When these issues are resolved, morale rises, productivity increases and the potential for litigation diminishes.

To date, SPB has mediated 58 cases from 19 departments. After engaging in mediation, 95% of the participants said they would use the program again and would recommend it to others.

For more information about the State Employee Mediation Pilot Program, contact Elise Rose at **916.653.1403**.



[Mediation]



Left: Elise Rose, *Chief Council*
Center: Larry Hoover, *Mediation Consultant*
Right: Bill Heal, *Chief of Administration*

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The extraordinary
success of the SPB
Mediation program
speaks for itself.



F A S T T R A C K P R O C E S S A P P E A L S O F L E S S E R A D V E R S E A C T I O N S

New Process Provides Faster SPB Decisions on Appeals

In August 1997, the State Personnel Board implemented a new, expedited process for hearing and deciding appeals of lesser adverse actions that are filed by supervisors, managers, confidential employees and other employees excluded from collective bargaining. Lesser adverse actions include official reprimands, suspensions of five days or less and 5% reductions in salary for four months or less.

Among the highlights of the new fast track process:

- ➔ The procedure provides a hearing before an SPB administrative law judge (ALJ) that lasts no more than three hours. Each party has 90 minutes to present its side of the case.
- ➔ Parties are able to present most of their case by written declarations and limit witness testimony to the most critical disputed issues.
- ➔ Written decisions are completed 15 calendar days after the hearing and are submitted to the Board for final decision. The entire appeal process, from filing to decision, can occur within 90 days.

The advantages of the fast track process over the traditional full evidentiary hearing are:

- ➔ Cases are scheduled and resolved quickly. Quicker resolutions translate to cost savings for the employee, the department and the State.
- ➔ Parties can represent themselves or be represented by non-lawyers because normal procedural rules do not apply.
- ➔ The process is flexible. The ALJ has the discretion to extend hearing time for complex cases and permits parties to opt out of the expedited process, upon mutual agreement.

A [Appeals]

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This expedited appeals process benefits the employee, the department and the State.



C O R P O R A T E I N F O R M A T I O N

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